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26 NOV 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Reports on Problem Solving Seminars  
Nos. 1, 2 and 3

REFERENCE : DDS Memorandum, dated 17 November  
1969, same subject

1. This memorandum is for your information only.
2. Pursuant to the request contained in your referenced memorandum, the following comments are submitted:

(a) Problem Solving Seminar No. 1

Question

How can new Support requirements be met under increased budget and personnel control?

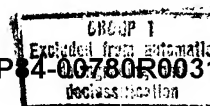
Comments

(1) Resources Allocation Board (RAB)

The recommendation to establish a high level RAB appears to have merit. However, it would appear to duplicate to a degree the PPB process. Therefore, consideration might be given to expand the PPB process to include the intended functions of the RAB. New boards and new committees do not always solve problems. In many cases they place additional requirements for reports, studies, and statistics on lower echelons which already are expending much effort in this same field.

(2) SIPS and Work Measurement

While automation may not be a cure-all for current and future Support requirements, it is recognized as a potentially helpful tool in many



cases for meeting such requirements under increasing budget restraints.

(3) Belt Tightening

The type and quantity of support which must be rendered to an approved activity must be made on an Agency-wide, cooperative basis, not only in the Support Directorate.

(4) Development of Support Generalists

In certain small stations, a Support Generalist has handled all support matters in the fields of Personnel, Finance, Logistics and Security. At larger stations with complex operational logistical security and cover problems, it would be impractical for Generalists to attempt to handle these functions.

(5) Shift Work and Space Consolidation

We heartily agree that to the extent possible, related support activities should be consolidated in one contiguous area. Multiple shift operations would prove inefficient in those cases where the support elements were working different hours than those they support.

(6) Reorganization

It would be interesting to review a proposed reorganization of the Support Directorate structured around the resources of men, money and material.

(7) Use of Proprietaries and Contract Personnel

Use of proprietaries has not normally resulted in smaller demands on resources. While it reduces

number of staff personnel, it requires more non-staff personnel and facilities which require expenditures of funds. Proprietaries are normally for cover purposes and not economy of operations. Hire of Contract Personnel or Independent Contractors on an intermittent or WAE basis can be utilized in some types of work to reduce costs. However, it also reduces control.

(8) Civil Service Administration of Agency Retirement Checks

It is not believed that we are in a position to comment on the feasibility of this proposed change.

(9) Training Evaluation

We agree that objectives and content of training - both academic and on-the-job, should be evaluated for its consistency with the mission and needs of the DDS offices concerned. Reevaluation may well result in elimination of some training and increasing emphasis on other thereby increasing capabilities without requiring increased resources. In this regard the Office of Security has been having overseas returnees evaluate the training they received in Headquarters prior to their overseas tour to determine what phases should be restructured. Evaluations are also made of other training courses as appropriate.

(10) Degradation of Services

From the standpoint of degradation of services, it is pointed out that an increase in investigative time increases costs of clearing staff personnel since prospective employees often secure other positions while awaiting clearance and the number of applicants we are able to hire after clearance decreases.

It is believed that this observation has merit.

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(12) Support Directorate Offices Control of Personnel

Support Directorate offices control of their overseas personnel may have management advantages from a Headquarters standpoint but would not have any effect on Agency resource requirements.

(13) All Support Costs to be Computed in the Total Project Cost

Computing all support costs in project costs would reduce Support Directorate expenditures but would increase the operational Directorate expenditures in a like amount. Therefore, no overall savings to the Agency would result. It would, however, serve as a management tool to determine total cost of an operation and enable top level executives to set level of Agency expenditures.

(14) Centralized Applicant Selection

We assume that this refers to the Office of Personnel "Skills Bank" which is in operation. The Office of Security has utilized this facility and has identified several technical applicants in whom they have had interest. We have not been too successful in recruitment, however, due to the fact that applicants can select openings in other components which do not have extensive travel requirements. This centralized facility should reduce recruitment costs.

(15) Extension of the Co-op Program

We do not feel that the extension of the Co-op Program is desirable for the Office of Security. We, however, are unable to comment on the desirability to other components.

(16) Duplication of Functions, Responsibilities and Efforts

We concur in this observation.

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(b) Problem Solving Seminar No. 2

Question

Should opportunities for inter-office assignments be increased?

Comments

This report proposes a very good system for identifying, selecting and developing employees with managerial talent. However, consideration should be given to permitting the head of each Support Career Service to identify his own personnel to be given developmental experience rather than setting up a panel of senior officers to do the job for him. The head of each career service could identify appropriate positions in his own office to which other support careerists could be assigned for on-the-job training. However, exposure of OS files to non-security careerists might surface items which should not be raised to non-OS career people receiving on-the-job training. This factor might greatly limit the number of positions in the Office of Security open for on-the-job training. Moreover, during periods of personnel shortage, assigning personnel to other components and training personnel from other components takes on special significance.

(c) Problem Solving Seminar No. 3

Question

What kind of Midcareer training should be given to employees not selected for the Midcareer Executive Development Course?

Comment

(1) In the Office of Security the Midcareer Executive Development Course (MEDC) has been considered as only one phase of the Midcareer Training Program since only a limited number of MEDC spaces have been available for OS Midcareerists. We have substituted other training in lieu of MEDC as appropriate.

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(2) With respect to the Midcareer Program, the Office of Security has closely followed the guidelines originally established in 1963 and agree that the framework of existing regulations, policies and training capabilities of the Agency are all excellent vehicles for continuing to promote that program.

(3) In commenting on specifics of the Group's report, we offer the following observations:

a. We have found that adherence to a five year training and assignment plan (even with periodic reviews and adjustments) for our Midcareerists has sometimes been difficult because of operational requirements. We would, therefore, recommend that any future guidance concerning the formation of Midcareer plans take into account the importance of flexibility in establishing the time frame and content of the plan.

b. At the present time, our Midcareer Program emphasizes the development of Security Generalists. However, several of our current Midcareer plans reflect that the Midcareerist is interested in future assignments in other DDS components. With regard to developing a group of Support Generalists, we suggest that the individual Midcareerist be permitted to make this choice rather than having it made for him at higher echelons.

c. Since the Office of Security only considers GS-13's who have demonstrated sufficient flexibility to become Security Generalists for the Midcareer Program and removes them from the program upon promotion to GS-14, the office has attempted to schedule training courses for non-midcareer GS-13's which will permit advancement in their speciality fields and to provide appropriate training to GS-14's who were removed from the Midcareer Program prior to completing it, or who were not selected for the program because of age or grade at the time selections were made. Since these employees have demonstrated their ability to perform at the Midcareer level they are scheduled for more senior management schools or speciality training courses as appropriate.

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d. We agree with the Seminar Group's comment concerning the need for all senior DDS officers to lend continued interest and support to insure the development of middle-level employees; however, we question the advisability of placing the primary responsibility for counseling at the DDS level. Such a placement may tend to erode the feeling of responsibility and interest of component career boards and thereby weaken the foundation of the program. We recommend that the counseling function be handled at the component level by thoroughly qualified career officers of that component who work on a full-time basis in the field of training and career management. In support of this concept, the DDS could provide a monitoring function as well as lend advice and counsel to those officers.



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Howard J. Osborn  
Director of Security

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